

**SUBMISSION FOR THE EFFECTIVE AND INNOVATIVE PRACTICES AWARD**  
**NC STATE FACILITIES MANAGEMENT FEEDBACK & COACHING INITIATIVE**

*We all want to be good employees and probably think we are.*



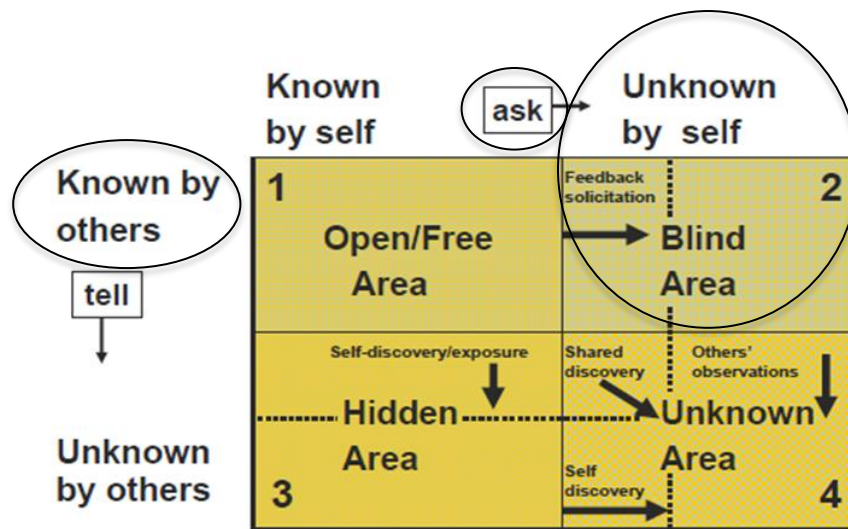
**NC State Facilities Division**

We get regular feedback from our supervisors through employee work plans and regular evaluations to give us an outside perspective on just how well we are doing. At the same time we all want to be good managers and most of us think we probably are. Yet, we really don't have an equally effective tool to give us, as managers, feedback from subordinates.

This was a revelation voiced at a quarterly meeting of the 118 supervisors within the North Carolina State University Facilities Division. The real issues were:

- How can employees give frank feedback to their supervisors without some trepidation of negative repercussions?
- How can managers use this feedback constructively and not react defensively or waste this valuable perspective?

Forbes magazine in January 2012 pointed out “People don’t leave jobs, they leave managers.” Joseph Luft and Harry Ingram created the famous JoHari Window tool depicted below.



Johari Window by Joseph Luft and Harry Ingram, 1955

It is that “blind spot” of things known by others but unknown by self that can lead to unfortunate results such as employee turnover and employee relations issues or simply lowered productivity. Exposing the blind spot is essential to the success of any great organization.

### INSTITUTIONAL BENEFIT (APPA criteria #1)

NC State University’s Strategic Plan states that an excellent university is pervasively excellent. The standard of excellence applies to all NC State faculty and staff and to all departments, institutes, centers, and units. But excellence is not a static target. Achieving excellence requires constant attention, self-assessment, inclusion, and the courage to change and adapt. This feedback and coaching initiative aligns with the university’s strategic goal of enhancing organizational excellence by creating a culture of constant improvement.

## THE INNOVATIVE SOLUTION (APPA criteria #2)

The NC State Facilities Leadership Team formed a task force to tackle this issue along with sixteen other task forces focused on other organization improvements.



**Task Force at work**

The task force made up of 6 supervisors from across the division, partnered with the employee development unit within the university's Training and Organizational Development Division to develop a feedback initiative. The result of this initiative was a tool that created a safe mechanism for providing employee feedback and for

coaching managers around the feedback including the key components of:

- Confidentiality- Feedback was used only as a development tool and viewed by manager and coach.
- Anonymity- Employees providing feedback were anonymous. Employees were not linked to their feedback. This was done using a confidential feedback tool administered by the NC State Training and Organizational Development team.
- Goal Setting- Each manager established several goals with their coach after reviewing and discussing the feedback submitted by their employees.
- Accountability via Five (5) Brief Follow-Up Coaching Sessions- Each coach contacted each manager via the phone for 5 minutes on 5 Fridays following the goal setting session. This was called 'Five-Minute Fridays'. Each manager was asked if they had tried implementing best practice to achieve goals established.

The team finalized the tool and selected a group of 6 managers to pilot the survey and test the coaching process.

### ***Getting the word to the employees asked for feedback –***



Following the pilot of the management feedback initiative, Kevin MacNaughton (CFO) created a video with a facilities employee to introduce the process which emphasized steps to ensure the anonymity of employee responses. (Copy attached)

### **PORTABILITY AND SUSTAINABILITY (APPA criteria #3)**

One of the constant goals throughout the task force process was to establish a permanent opening of the doors of communication between employee and supervisor. Establishing a culture of good communication, trust and freedom for an employee to come to their supervisor without fear or hesitation were guideposts in developing the feedback tool.

Because this is a generic, web based questionnaire (attached), it can be used again and again here at NC State. It is easily portable and could be made available to other campuses as well for similar implementation. Our initial thought is that we will use this questionnaire about every five years. However, it could be done more, or less often, if deemed necessary.

### **MANAGEMENT COMMITMENT & EMPLOYEE INVOLVEMENT (APPA criteria #4)**

*Coaching for best results* - To make the most effective use of the information, our Training & Organizational consultants agreed to serve as coaches. This leveraged an internal organization with experience in coaching leaders across campus. Each coach worked with a small group of managers to review feedback, create follow-up communication plans and establish goals. Specific steps of this coaching process included:

- Print confidential hard copy reports to share with managers.
- Meet with all managers to review the coaching process and emphasize the need to objectively review and react to feedback.
- Review and establish goals with each manager. (one-on-one)
- Draft communication plan for management follow-up with staff. (one-on-one)
- Establish 5-minute Friday Coaching Logistics based on managers schedule. (one-on-one)
- Hold 5-Minute Friday coaching sessions. (via phone one-on-one)

Fine tuning the process for Division-wide use – After the beta test the following modifications were made:

- Inclusion of questions to help determine the overall health of the Facilities Division.
- Questions whose answers had the possibility of mandating action, or intervention by the Human Resources Department were eliminated.
- Questions that were redundant or similar to other questions in the survey were culled or combined to increase brevity and focus.

## **DOCUMENTATION, ANALYSIS, CUSTOMER INPUT & BENCHMARKING (APPA Criteria # 5)**

### **OUTCOMES**

Some of the key outcomes at the mid-point of this initiative (when this proposal was due to APPA) include the following:

- An increased awareness by the supervisors of how their employees view their actions and behaviors.
- A greater appreciation of how a supervisor's actions influence an employee's attitude and performance.
- Revelation that the supervisor can strongly influence whether an employee feels their job has meaning.
- Revelation that an employee's positive attitude towards their supervisor also makes them likely to recommend the university as a good place to work.
- An increased appreciation by the supervisor of the tremendous brainpower, number of good ideas and potential of their employees whether they are wage grade, skilled trade, or professional.
- Revelation that even when an employee's feedback is overwhelmingly positive, they will almost always suggest a few ways for their supervisor to improve while reinforcing positive behavior.
- Coaching supervisors, both prior to and after they receive feedback, is vital and helps supervisors keep the feedback, both positive and negative, in perspective.
- The feedback is personal. There is no way to avoid that and coaching should take that into account.
- Preliminary indication that the questions relating to the overall culture of the Facilities Division are a useful addition to the questions about the individual supervisors and units.



Attachments:

Web based questionnaire

Facilities Division- Management Survey Group 3- January 2013

### Facilities Division- Management Survey Group 3- January 2013

Thank you for your time and willingness to provide confidential and anonymous feedback for use in the Facilities Division Management Survey. Your feedback will provide insights as to what your manager is doing well in their role and what he/she could do to better lead you and your unit.

**Instructions:**

1. Please read each question carefully.
2. Choose the option that best matches your observation of the individual demonstrating the behavior.
3. Review the survey and make any changes to your answers prior to submitting the survey.
4. Click the "Submit" button once you have completed the survey.

You will receive a confirmation screen that your answers have been submitted. All participant data is considered confidential; therefore the assessment data and administration of it will be treated with confidentiality at all times. Your individual responses will remain anonymous. The final report of this data will only be provided to the participant for his or her own planning and development.

PLEASE ANSWER ALL QUESTIONS AND SUBMIT THIS SURVEY BY 5 PM ON FRIDAY, February 8, 2013.

Thank you.

▶ 1. Please click on the individual for whom you are giving feedback.

▶ 2. Please verify the participant you are providing feedback to by entering their first and last name.

▶ 3. My work environment is safe.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ 4. I feel that the work is distributed equally amongst the staff.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ 5. My supervisor is committed to doing quality work.

- ☐ Yes
- ☐ No

▶ 6. I have an opportunity to participate with my supervisor in the goal setting process.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **7. My supervisor has reasonable expectations of me.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **8. My supervisor encourages and practices teamwork in this organization.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **9. I have adequate tools and/or resources to perform my job.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **10. I feel that the work I do contributes to the mission of the Facilities Division.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **11. Please provide examples to support your ratings of the participant regarding the questions above.**

▶ **12. I am comfortable communicating directly with my supervisor.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **13. There is an open door policy between my supervisor and myself.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **14. My supervisor communicates with me in a clear and understandable manner.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **15. My supervisor actively listens and responds to my concerns.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **16. My supervisor shares information and knowledge with me.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **17. I can respectfully disagree with my supervisor without fear of getting in trouble.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **18. I receive constructive, useful, and respectful feedback from my supervisor.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **19. My supervisor gives me praise and recognition when I do a good job.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **20. My supervisor provides me with information about the mission and the goals of the Facilities Division.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **21. I am comfortable contacting my supervisor when I need assistance.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **22. I am comfortable sharing my opinions with my supervisor at work.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed



▶ 23. Please provide examples to support your ratings of the participant regarding the questions above.

▶ 24. My supervisor and I have a good working relationship.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ 25. My supervisor holds me accountable for the quality of my work.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ 26. My supervisor treats me fairly.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ 27. My supervisor is consistent when administering policies.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ 28. My supervisor understands the importance of maintaining a balance between work and personal life.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ 29. My supervisor values my talents and the contributions I make.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ 30. Please provide examples to support your ratings of the participant regarding the questions above.

▶ 31. My supervisor encourages me to take advantage of training and educational opportunities.

- ☐ Strongly Agree

- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **32. My supervisor provides time for me to attend training courses that I need to do my job.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **33. My supervisor ensures that I have all the information I need to do my job effectively.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **34. My ideas and opinions count at work.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **35. Please provide examples to support your ratings of the participant regarding the questions above.**

▶ **36. The Facilities Division recognizes, values, and supports diversity in the workplace.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **37. The Facilities Division is a place where I feel I can develop myself and grow in my career.**

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Not Observed

▶ **38. I would recommend Facilities as place of employment.**

- ☐ Yes
- ☐ No

▶ **39. What are some of the actions/behaviors that your supervisor exhibits that make you successful in your role?**

▶ 40. What are some of the actions/behaviors that your supervisor could change or stop that would make you more effective in your role?

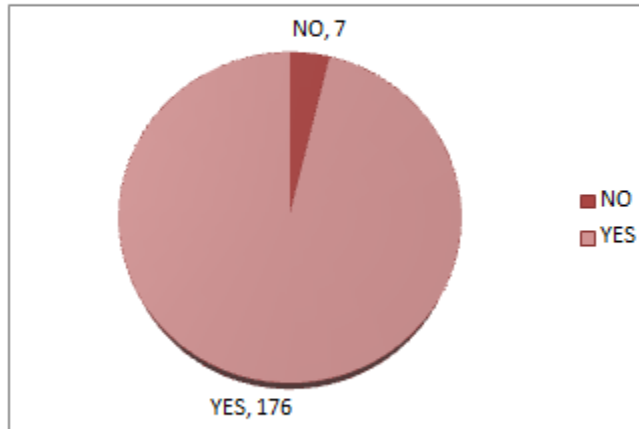
▶ 41. What are some new actions/behaviors that your supervisor could start doing that would make you more effective in your role?

SUBMIT

Results and feedback from first two groups are shown below. Two additional groups are to run in January and April 2013 therefore data not available at date of proposal submission.



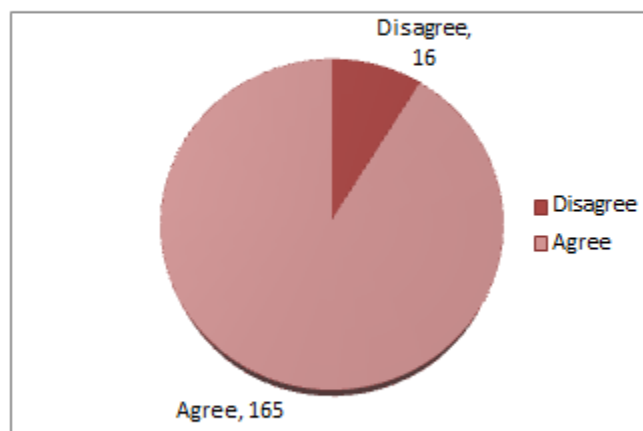
My supervisor is committed to quality work.



NC State Training and Organizational Development

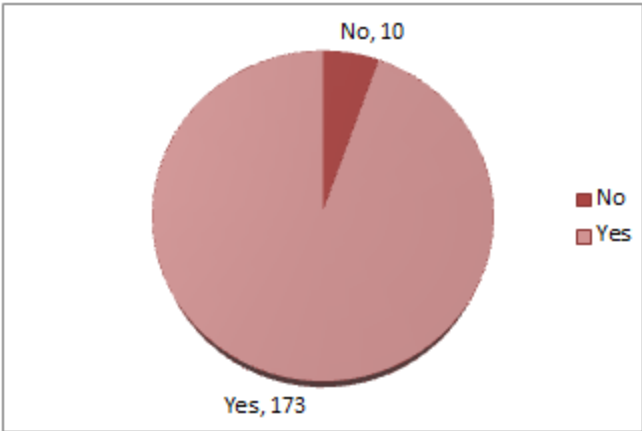


I have adequate tools to do my job.



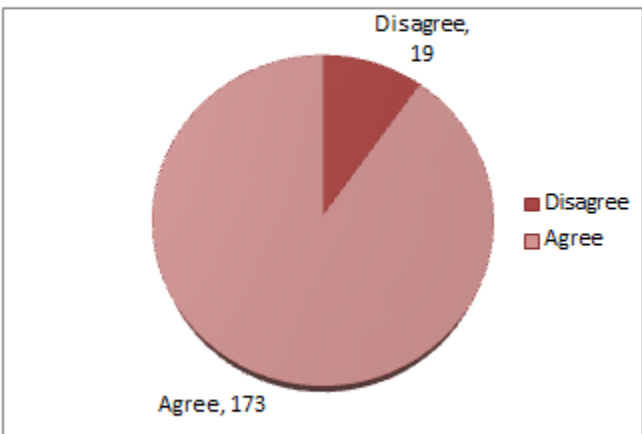
NC State Training and Organizational Development

I am comfortable communicating with my supervisor.



NC State Training and Organizational Development

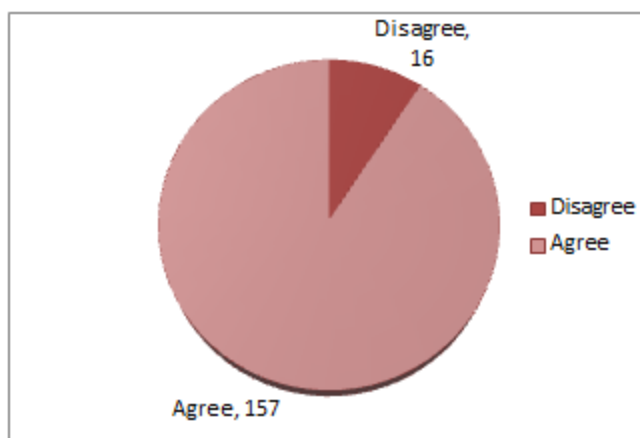
My supervisor actively listens and responds to my concerns.



NC State Training and Organizational Development

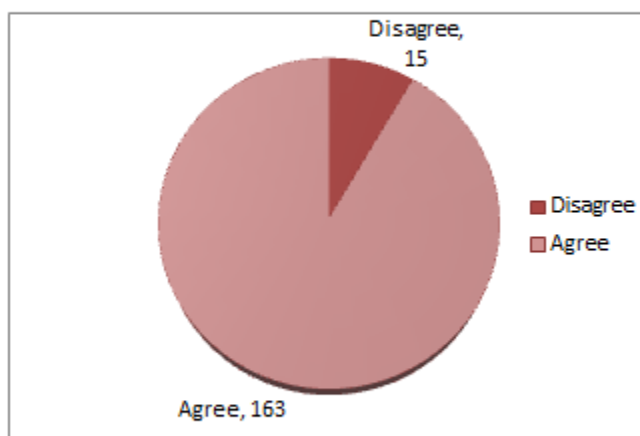


I can respectfully disagree with my supervisor without fear of getting in trouble.



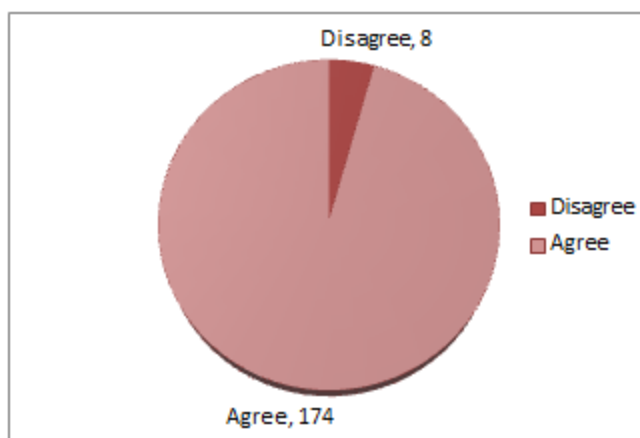
NC State Training and Organizational Development

I receive constructive, useful, and respectful feedback from my supervisor.



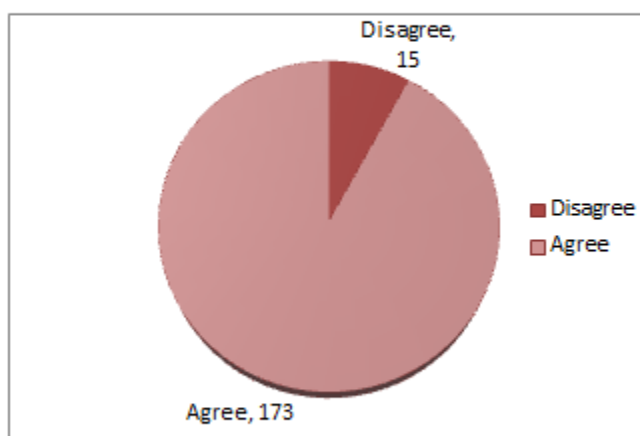
NC State Training and Organizational Development

My supervisor and I have a good working relationship.



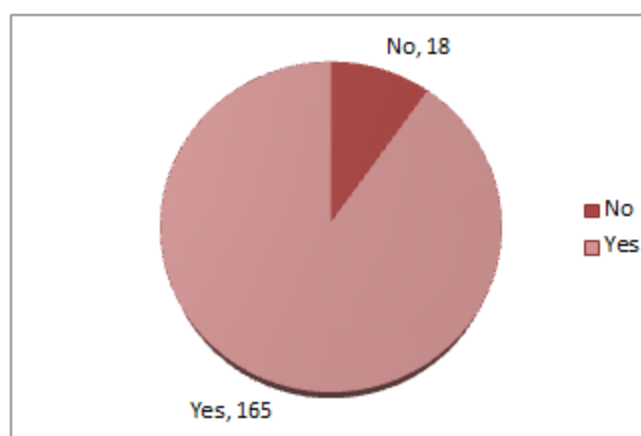
NC State Training and Organizational Development

The Facilities Division is a place where I can develop myself and grow in my career.



NC State Training and Organizational Development

I would recommend Facilities as a place of employment.



NC State Training and Organizational Development

## Feedback Highlights

**Best supervisor** I have had in 35 years. Open, honest, cares about your professional development. He is always available to discuss any issues you may have, work, or home. He treats everyone in the same fair way."

"He is very patient with everyone. He supplies with the tools and materials to get the job done."

"He has an open door policy and I can talk to him about anything and he will give good advice."

He does a great job at creating a team atmosphere. He is always there no matter what or how long it takes to make sure you understand the task or issue at hand. A pleasure to work for."

"We all work together as a team. There are some supervisors that use their title and will give all the work to their staff. She works with us."

"He is an excellent resource not only for issues that relate to his department but the university in general. He is always willing to help if he can and if he does not know the answer, there is a very strong possibility he knows whom to contact."

## Coaching Highlights

### Suggested & Implemented:

- Hold meetings and/or improve meetings
- Revisit position/function expectations
- Improve communication/build trust using the Friday feedback ticket to go home
- Apply the 'Rule of 3'
- Develop of team behaviors/departmental norms of communicating
- Ride-a-longs (one day per week)
- Card draw pairs (one day per week)